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[Click here for the Chief Executive Officer's report relating to S. 911 dated June 21, 2011](#)

[Click here for the Director of Regional Planning's report dated July 5, 2011 \(Status on the Permit and Land Management Solution \(PALMS\) Project\)](#)

[Click here for the Director of Regional Planning's report dated October 5, 2011 \(Status on the Permit and Land Management Solution \(PALMS\) Project\)](#)

[Click here for the Director of Regional Planning's report dated January 5, 2012 \(Status on the Permit and Land Management Solution \(PALMS\) Project\)](#)

[Click here for the Director of Regional Planning's report dated April 5, 2012 \(Status on the Permit and Land Management Solution \(PALMS\) Project\)](#)

[Click here for the Director of Regional Planning's report dated September 25, 2012 \(Status on the Permit and Land Management Solution \(PALMS\) Project\)](#)



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

June 21, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

WASHINGTON, D.C. UPDATE - S. 911 (ROCKEFELLER), PUBLIC SAFETY SPECTRUM AND WIRELESS INNOVATION ACT

Pursuant to the County Budget deliberations discussion of June 20, 2011, this memorandum contains a preliminary analysis of the undeveloped S. 911 (Rockefeller), Public Safety Spectrum and Wireless Innovation Act.

On June 8, 2011, the Senate Committee on Commerce, Science and Transportation passed S. 911, by a 21 to 4 vote, after approving 20 amendments, including a major substitute amendment. As introduced on May 9, 2011, S. 911 was a one-page placeholder "spot" bill. **The Committee has not yet reported the bill, as amended; however, the County's Washington, D.C. advocates obtained a copy of the unofficial bill text of the Committee-passed bill.**

S. 911 would reallocate 10 megahertz of radio spectrum, known as the "D Block", to create a nationwide public safety broadband network to support interoperable communications for first responders. The legislation would also provide the Federal Communications Commission (FCC) the authority to conduct incentive auctions of commercial spectrum, and the funds from these incentive auctions would be used to pay for the deployment of the public safety network.

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Based on a quick review of the unofficial bill language, major provisions of County interest are as follows:

- Creates a Public Safety Trust Fund within the U.S. Treasury Department, which would be funded by revenues from the National Telecommunications and Information Administration (NTIA) spectrum auction, as well as FCC commercial spectrum auctions.
- Establishes a new Public Safety Broadband Corporation ("Corporation"), which would be granted a license for managing the "D Block" and existing public safety broadband spectrum, and would also be responsible for building, deploying, and operating a nationwide public safety interoperable broadband network. The Corporation would be required to enter into agreements to utilize, to the maximum extent economically desirable, existing commercial or other communications infrastructure and Federal, State, and local government infrastructure.
- The distribution of the funding from the Public Safety Trust Fund would include \$250.0 million in nationwide funding to be deposited into a new State and Local Implementation Fund, and \$11.75 billion to be deposited for use by the Corporation.

S. 911 has potential implications for the development of the Los Angeles Regional Interoperable Communications System (LA-RICS) because spectrum from the "D Block" may be needed, along with potential partnership with private-sector entities for use of existing infrastructure, in order to fully build out the broadband component of the LA-RICS system in the most efficient and cost effective manner. Most major law enforcement and public safety advocacy organizations have endorsed proposals to grant all of the "D Block" spectrum for public safety communication purposes, and would view S. 911 as a preferable alternative to an auction of this spectrum to private-sector entities, which would create uncertainty for next-generation systems, such as LA-RICS because of the amount of spectrum that is needed to fully deploy the system.

The legislative outlook for the enactment of S. 911 or similar legislation is uncertain at this time. While the bill was approved in the Senate Committee on a strong bipartisan vote, concern was expressed during the mark-up about the ultimate cost of the bill, the viability of the Public Safety Broadband Corporation, and the lack of a strong deficit reduction component. The Congressional Budget Office (CBO) cost estimates of the bill, which must accompany the committee report, is likely to influence the ultimate prospects of this legislation on the Senate Floor. In addition, future movement of the bill could be affected by the final outcome of current bipartisan deliberations on the deficit reduction agreement that would accompany an increase in the Federal debt ceiling.

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Senator DeMint (R-SC) voted against the bill in Committee on the grounds that the "D Block" spectrum should be auctioned with proceeds used to reduce the Federal deficit rather than giving it away.

The House is on a much slower track regarding consideration of companion legislation. While several informational hearings have been held, the Energy and Commerce Committee, which has jurisdiction over this issue in the House, has not yet scheduled any mark-up on similar legislation. Moreover, it still appears that there is more bipartisan support in the House for auctioning the "D Block" spectrum, rather than allocating it directly for public safety purposes as proposed under S. 911. An auction of the "D Block" previously had been scored by the CBO as potentially raising \$3.0 billion in revenue. Because of budget and other considerations, the Energy and Commerce Committee is unlikely to consider legislation on this issue until sometime this fall. It remains unclear how the fundamental disagreements between the House and Senate can be bridged if or when the Senate passes S. 911.

Furthermore, similar to most major Federal bills, the unofficial bill language does not expressly define key terms, and leaves many key policies and actions up to Federal agencies, including the Federal Communications Commission, which is responsible for allocating spectrum, and the newly established Corporation.

The Los Angeles Regional Interoperable Communications System Authority's staff is also analyzing S. 911, as amended, and is scheduled to provide a report to its Board of Directors on July 7, 2011.

The Chief Executive Office is working with County Counsel, LA-RICS Authority, and other affected departments to analyze the bill's provisions and determine potential impact on the development of the LA-RICS system, including the current procurement process.

We will continue to keep you closely advised.

WTF:RA
MR:MT:OR:lm

c: All Department Heads
Legislative Strategist



Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

July 5, 2011

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: Richard J. Bruckner
Director of Planning

Gail Farber
Director of Public Works

**BOARD MOTION OF JUNE 20, 2011, AGENDA ITEM NO. 4
PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) BRIDGE PROJECT
STATUS UPDATE**

This update is in response to the Board of Supervisors (Board) motion on June 20, 2011, directing the Department of Regional Planning (DRP) and the Department of Public Works (DPW) to provide a status report on progress made with the PALMS Bridge Project and improvements to the County's permitting system. DRP, in collaboration with DPW, Fire, Parks and Recreation, and Public Health-Environmental Health, has made substantial progress moving forward with the Bridge Project during the past 12 months. Some key accomplishments include:

- Formed a Land Entitlement Stakeholder Committee to review the County's entitlement process and make recommendations for improvements. The Committee has conducted seven meetings to date and concurs with the major steps as outlined in its final report.
- Completed the Land Entitlement Process Review (PALMS Bridge Task 2.2) and commenced implementation of recommended improvements.
- Reorganized DRP to produce better plans, provide better customer service through alignment into geographic service areas, and improve efficiency.
- Enhanced case processing within DRP through implementation of the one planner/project model to ensure the same planner performs all case processing work for a project, including CEQA review.

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- Improved Field Office services by hiring an additional planner and began training staff to expand services offered in the field
- Submitted application to the Chief Information Office (CIO) for grant funding to continue with the PALMS Bridge technology improvements in videoconferencing, electronic plan submittal, and electronic plan review. Project funding is expected to be in place within the next 30 to 60 days

Each of these improvements is described in further detail within this report. Some improvements have been completed, while the more complex process changes may require a year or more to be implemented

Background

The purpose of the PALMS project is to identify, analyze, and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting, and land management functions. In June 2010, the County completed the first phase of the PALMS project with the publication of a Final Report. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (DPW, DRP, Fire, Parks and Recreation, and Public Health-Environmental Health). These recommendations focused on issues related to organization, process, and technology. The Final Report also included a proposed set of tasks, referred to as PALMS Bridge to Implementation, which would be necessary for implementation but do not require substantial financial investment in light of the County's fiscal climate. The PALMS Bridge Project centers on identifying organizational and process opportunities that can be pursued immediately. The PALMS Bridge Project incorporates key technology pilot projects which can be undertaken using the ECM infrastructure already installed at DRP. EMC Documentum, the County's ECM standard, is the platform utilized by DRP. The technology pilots include the creation of an electronic case filing application, electronic plan review, and markup of development plans as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.

Also in 2010, your Board approved fee increases for the various land entitlement and permitting services provided by DRP. As a condition for approving these fee increases, DRP was required to report back to the Board of Supervisors with recommendations for improving the land entitlement process. DRP was also charged with convening a committee of stakeholders in the land entitlement process and eliciting their comments and feedback on various organization and process improvements. DRP determined that the best way to meet the Board's directive was to combine the PALMS Bridge task for

Land Development (Task 2.2.2 – one of eleven proposed tasks for improvement) with the formation and participation of a Stakeholders Committee. The project began in July 2010 when DRP formed a Stakeholders Committee consisting of representatives from the building industry as well as the environmental community; participants included the Building Industry Association, Sierra Club, Santa Monica Mountains Resource Conservation District, planning/engineering consultants, Urban Land Institute, and the Los Angeles Economic Development Corporation. A total of six meetings were conducted between June and November 2010, each of the Stakeholders Committee meetings were supported by County technical staff from County Counsel, DPW, DRP, Fire, Parks and Recreation, and Public Health-Environmental Health. The first phase of this project was completed in December 2010 with the submission of a Final Report to your Board. In that final report, the Stakeholder Committee identified approximately 12 short- and mid-term improvements for the land entitlement process. Included in the list were improvements and technology pilots (such as ECM and videoconferencing) that were recommended by Woolpert in the PALMS Final Report and further elaborated in the PALMS Bridge to Implementation Project Proposal. DRP is making progress with the implementation of these improvements by working collaboratively with DPW, Fire, Parks and Recreation, and Public Health-Environmental Health. Approximate implementation schedules and details about each improvement are identified below. In addition to these initiatives to enhance the discretionary land use permit process, a number of initiatives to enhance the building permit customer service experience have also been undertaken or are planned to be developed over the next 18 months.

Reorganization of DRP

The intent of this improvement is to realign case processing staff into geographic service areas and initiate a focus on single-planner point of contact by moving the environmental review function from Impact Analysis to the case planner within the permitting sections. Benefits of this improvement include more consistent delivery of services, a single point of contact for cases, and consistent case oversight.

In the last 10 months, DRP has implemented a significant number of organizational changes to enhance operations. A geographic emphasis has been established and case processing functions have been realigned so that planners within each geographic area become the single point of contact for projects within that area. Long range planning assets are similarly aligned within each geographic team. DRP has completed the first stage of comprehensive training for all planners to improve effectiveness and service delivery in the new organization. The first training segment completed was a 2-day course covering the California Environmental Quality Act (CEQA). This course was open to staff from a handful of departments who are DRP's counterparts in the CEQA process. Additional training on the Initial Study process is currently being provided by County Counsel.

Co-Location of County Departments

This improvement proposes to co-locate the DPW, DRP, and Fire sections and organizational units that are responsible for overseeing the land division process. The co-location effort would require the co-location team to identify the services to be provided, analyze potential co-location sites, address resource needs, and complete a move. The concept of physical co-location has been fully explored and has been determined to be infeasible at this time. However, DRP continues to explore other methods to improve service delivery, including expanding the suite of services provided in our field offices, which are in fact regionally distributed small-scale co-located offices, and increased use of technology to bring staff together in electronic forums. Both of these improvements can be implemented within a 6-month time frame.

Redefining "One Stop" Services

The land entitlement process can be redefined to provide new "One Stop" services at multiple points in the process. This would provide increased opportunities for collaboration, avoid mistakes and misunderstandings, and ensure better coordination of conditions of approval between departments. DRP has begun discussing the idea of providing more one stop opportunities in the land division process, as well as introducing one stops within the Conditional Use Permit (CUP) process, with other departments using the Development Review Committee (DRC) as a forum. This improvement may be accomplished in a 6 to 18 month time frame, with a phased implementation.

Intake Improvements

There is an opportunity to greatly improve the case intake process, including the electronic capture of some submission documents, the creation of an electronic case intake pilot project and a workflow and electronic submission pilot project, development of financial and submission checklists, and elimination of the case processing backlog. Implementation of these items would result in a reduction of paper submissions, faster routing and better tracking of cases, reduced storage requirements, better understanding by applicants of fees and submission requirements, faster action on reviews, and shorter review periods. DRP is working with the CIO to secure funding to implement several pilot projects. Expected project kick-off is anticipated for August/September 2011 time frame with completion in 6 to 9 months. DRP has also identified other improvements that are independent of the pilot project. These improvements include the development of checklists for use in the application process, establishing the ability to accept credit card payments, and reducing the required number of map and site plan copies for land division and CUP cases (further discussed under the Internal Documentation section of this report). The implementation time frame for these improvements ranges from immediate to 18 months.

Application Review Improvements

This improvement would involve conducting a pilot project and formulating a change management plan for electronic plan review and markup. Other jurisdictions are already doing this successfully. The benefits of such an initiative would include testing the viability of electronic plan review and markup for multiple case types, preparing staff for a transition to electronic plan review and markup, and leveraging of the existing investment in ECM technology. Implementation time frame is 9 to 12 months.

Tentative Map Simplification

The Tentative Map Simplification Project would reduce the level of engineering detail required for Tentative Map submissions, develop a process for revising engineering details prior to Final Map approval, and improve the Subdivision Committee process and coordination between departments. This would create a more predictable process, reduce the time and cost required to complete the Tentative Map process, and improve opportunities for making desirable changes in projects. DRP has formed an inter-departmental working group to begin discussing how to proceed with implementation of this improvement and the Substantial Conformance Standards Improvement Project. Both of these projects are complex and will require the County to establish review criteria and decision parameters. These projects may require ordinance changes. Due to the complexity of each project, and the need to ensure that implementation is properly carried out, these measures are expected to take 18 months.

Substantial Conformance Standards

This improvement would define and document "Substantial Conformance" standards, provide both the applicant and the community an understanding of the rules, identify key measures of substantial conformance, and define "tolerance" values for substantial conformance determination. If implemented, this would reduce project "rework," reduce the number of hearings, reduce the time and cost to get projects to construction, provide continued conformance with good project standards and planning practices, and ensure better adherence to Conditions of Approval. This improvement is linked to the Tentative Map Simplification Project and shares the same project description and implementation time frame.

Fee Management

There are significant opportunities for improvement in DRP's fee management process. The time collection process for drawdown accounts can be enhanced through more detailed task tracking and implementation of daily or weekly time recording practices. DRP's fixed fee permits must also provide improved activity tracking and ongoing fee management practices must be developed. The implementation of these enhancements would provide more accurate accounting for direct costs and better reporting for drawdown accounts, forecasts for supplemental drawdown deposits, and fee increase

rationale. DRP has worked with the Auditor-Controller to identify time collection and recording improvements that can be implemented within eCAPS. These measures have been implemented. Further, DRP is in the process of identifying best practices relating to cash management procedures at its headquarters and field office locations. The implementation time frame for this component is 6 to 9 months.

Park Fee Calculation

A replacement for the current Park Fee Calculation Program used for land division cases must be developed by creating a new application using Geographic Information Systems (GIS) technology. The primary benefit would be the ease of use and avoiding a pending system failure. DRP and Parks and Recreation have set up a project team to review the potential of using GIS to replace Parks and Recreation's existing database. The DRP GIS team has reviewed the existing database and process and is now working to develop a plan for implementation. The implementation schedule is 4 to 6 months.

Forms and Instructions

DRP needs to develop customer-oriented process documentation for all customer-facing processes, create a Web portal for forms and instructions, and develop customer entry versions with an online forms library (such as Adobe forms or ECM web forms). If implemented, this would result in less customer confusion and fewer questions, more complete and accurate submissions, less data entry, and an easier transition to full electronic submission. DRP's proposed technology project would pilot certain application forms as fully integrated e-forms, allowing application data to be entered by a user on DRP's external website and captured directly by a database. This has an implementation time frame of 6 to 16 months.

Internal Documentation

Cross department documentation of all processes needs to be developed and such documentation should focus on cross departmental activities. There is also a need to develop standards for service quality and responsiveness. A quality improvement and problem resolution group should also be formed. This would create a continuous improvement process and a more consistent service. DRP has been using the DRC as a forum to work with other departments to identify potential areas for improvement. Departments have already agreed to reduce required copies for Land Division cases from 30 to 5 and for CUP cases from 13 to 4. The departments are working toward fully electronic copies over time. The implementation for all improvements ranges from immediate to 16 months.

Referrals

There is a need to develop documentation of all referral requirements, establish standards for referral issuance and replies, and create memorandum of understandings (MOU) with referral agencies and a referral tracking mechanism with follow up. The benefits will include more consistent referral responses, improved turnaround time for referrals, and fewer last-minute referral processing. DRP has been using the DRC as a forum to discuss a MOU between departments to ensure that case materials referred out to each department will be returned to DRP, with comments, within the agreed-upon time frames. DRP and DRC are also working on Initial Study referral and preparation. DRP's proposed technology project would create a pilot system for referral management. The implementation time line for this improvement is expected to be 9 to 12 months.

Hearings

Standards must be created for electronic hearing packets. DRP will then begin production of electronic hearing packet materials by conducting a pilot project with one or more Regional Planning Commissioners. This would prepare for migration to full electronic hearing packet review and increased utilization of the new hearing room. DRP has created a project team that has been working to develop electronic hearing packets. An internal DRP website has been created for Planning Commissioner access. Implementation time frame for this improvement is immediate.

Performance Metrics and Measurement

There is a significant need to develop Performance Measurement standards for case processing. The primary benefit is the preparation for implementation of new systems and better performance monitoring. DRP has created a project team to develop draft performance standards and metrics. In addition, DRP's proposed technology project will include funding for the development of dashboards and other tools that will assist with performance measurement. The implementation time frame for all improvements is expected to be 6 to 12 months.

Current Building Permit Customer Initiatives

DPW continues to search for methods to facilitate the building permit process. Our efforts are focused on educating the public on the benefits of obtaining permits, reducing the time to process permit applications, and improving the coordination of agency submittals and approvals.

A website (dpw.lacounty.gov/bsd) has been created to provide the public with information on the latest building codes and requirements for plan submittal and permit issuance. The website also provides design professionals with a variety of forms and

publications including interpretative policies, agency referrals, plan correction sheets, and other pertinent information. This website is periodically updated with information and links related to the latest building trends such as green building systems.

To streamline permit processing we have developed the One Stop building permit center concept. The One Stop Centers are staffed with personnel from each of the key County permitting agencies (DPW, DRP, Fire, and Public Health-Environmental Health) to provide customers with a single location to ask questions, receive information, submit plans, obtain approvals, and receive permits. Currently, we have such facilities in Calabasas, East Los Angeles, Southwest, and now the Antelope Valley. We are planning on providing additional centers in the La Puente and San Gabriel Valley areas.

Technology solutions have also been developed to improve coordination between County agencies. We have deployed staff greeters in our One Stop locations to help answer questions and quickly direct customers to the appropriate agency. These greeters are equipped with the Queue-Man computer application to make sure customers are directed to multiple agencies in a pre-determined sequence and that the customers are assured of their appropriate place in line. The Queue-Man application also provides an effective means to share customer information and project requirements with each County agency to eliminate redundancy and save customer time. For County staff we have developed the Building Permit Viewer (BPV). The BPV is an interactive Google Map that displays a consolidated view of the Building Permit, Building and Safety/Regional Planning Code Enforcement system, Assessor's system, and DPW's Document Management system. Staff can assist customers with basic property and permit information quickly and easily. The BPV is undergoing enhancements to provide plan check status information so that staff can track the permit submittal through the entire plan check process.

For the public we have developed the online Property Locator application which allows a customer to enter an address and verify the property is in the unincorporated County and then receive a functional list of the names and addresses of appropriate County agencies. We are also in the process of electronically archiving all of the paper permits in Building and Safety. We currently have completed the scanning for two of our eleven offices. The goal is to be able to provide customers 24/7 access to existing building permit information without having to travel to our offices.

Planned Building Permit Customer Initiatives

The Development and Permit Tracking System (DAPTS) is the current computer-based permit application system used by DPW for managing building permits. Until an enterprise-wide PALMS project is implemented, DPW plans on developing a number of

system modernization enhancements to DAPTS. These enhancements are broken into two phases as follows:

Short-term: 6 to 9 months

1. Collaborate with Internal Services Department to allow new computer applications to communicate with existing DAPTS mainframe system. This is the first step in linking the new customer service applications listed below with our existing permitting software.
2. Develop a pilot public internet version of the Building Permit Viewer application.
3. Collaborate with the Auditor-Controller to implement a pilot program for the acceptance of credit card payments in the East Los Angeles One Stop Center.

Medium-term: 9 to 18 months

1. Create a pilot internet-based simple permit that will allow online permitting system for the application, payment, and issuance of simple permits for items such as water heaters.
2. Develop a pilot system to allow the public to view the status of various plan checking activities.
3. Develop a system linked to DAPTS for the tracking and viewing of inspection results.

Stakeholder Committee Update

A meeting of the Stakeholder Committee was held in early June. The meeting was used to update the Committee members on the progress of the various Implementation Projects and obtain feedback on some of the measures proposed. The meeting was very successful and provided a tremendous opportunity for valuable feedback. Another meeting of the Committee will be scheduled for later in the year.

PALMS Bridge Proposal

In its project proposal with the CIO, DRP has included a request to fund additional work that was recommended in the PALMS Final Report. The work that the Stakeholder Committee completed in 2010 addressed a major task relating to the land development process. However, several significant tasks remain, including the identification of

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customer service and process improvements for permitting, enforcement and inspections, cash management, and accounting. This work will be performed simultaneous to and in conjunction with the various pilot projects summarized earlier in this report.

Please let us know if you would like additional information. We would be happy to brief you in greater detail on any aspect of this process.

RJB DLS

c: Chief Executive Officer
Chief Information Office
County Counsel
Department of Parks and Recreation
Department of Public Health
Executive Officer
Fire Department



Los Angeles County Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

October 5, 2011

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: Richard J. Bruckner
Director

**SUBJECT: PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) BRIDGE
PROJECT– STATUS UPDATE (JUNE 20, 2011 – ITEM 4)**

This update is in response to the Board of Supervisors (Board) motion on June 20, 2011 directing the Department of Regional Planning (DRP) and the Department of Public Works (DPW) to provide a status report on progress made with the PALMS Bridge Project and improvements to the County's permitting system, with quarterly reports thereafter. A full report was provided to the Board on July 5, 2011; this is the first quarterly report.

DRP has continued to collaborate closely with DPW, Fire, Public Health and Parks and Recreation to move forward with the Bridge Project and with implementing the recommendations of the Land Entitlement Process Stakeholders Committee (Stakeholders Committee). Some of the key accomplishments during the last quarter include:

- Completed roll-out of electronic hearing packets for the Regional Planning Commission
- Further development of plans to redefine One-Stop Services in the land entitlement and permitting processes to expand opportunities for multi-department review and feedback for a wider range of cases
- Secured \$436,760 in grant money from the Chief Information Office's Information Technology Fund to proceed with the PALMS Bridge Project; the tasks funded for this phase of the project will commence in October 2011 and will be completed by June 30, 2012
- Completed and finalized the Statement of Services document for the Enterprise Content Management (ECM) portion and prepared draft contract documents for the business process analysis/implementation assistance portions of the PALMS Bridge Project

- Continued development of a Geographic Information System (GIS) based solution to replace the existing park fee calculation methodology

The launching of the next phase of the Bridge Project during Fall 2011 will begin implementing some of the most significant recommendations of the Stakeholders Committee, notably the development of several projects that will enhance customer service. In addition, the Bridge Project will conduct further business process review and identify best practice recommendations for permits, inspections, cash collection and accounting. The following sections provide a summary of the PALMS Project history, and further information regarding each implementation project.

Background

In June 2010 the County completed the first phase of the PALMS project with the publication of a report by Woolpert, the firm retained by the County to conduct the study. The purpose of the PALMS project is to identify, analyze and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting and land management functions. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (DRP, DPW, Fire, Public Health and Parks and Recreation). These recommendations focused on issues related to organization, process and technology. The Final Report also included a proposed set of tasks, referred to as PALMS Bridge to Implementation, which would be necessary for implementation but do not require substantial financial investment in light of the County's fiscal climate. The PALMS Bridge Project centers on identifying organizational and process opportunities that can be pursued immediately. The PALMS Bridge Project incorporates key technology pilot projects that can be undertaken using the ECM infrastructure already installed at DRP; EMC Documentum, the County's ECM standard, is the platform utilized by DRP. The technology pilots include the creation of an electronic case filing application, electronic plan review and mark-up of development plans, as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.

Also in 2010, your Board approved fee increases for the various land entitlement and permitting services provided by DRP. As a condition for approving these fee increases, DRP was required to report back to the Board of Supervisors with recommendations for improving the land entitlement process. DRP was also charged with convening a committee of stakeholders in the land entitlement process and eliciting their comments and feedback on various organization and process improvements. DRP determined that the best way to meet the Board's directive was to combine the PALMS Bridge task for Land Development (Task 2.2.2—one of eleven proposed tasks for improvement) with the formation and participation of a Stakeholders Committee. The project began in July 2010 when DRP formed a Stakeholders Committee consisting of representatives from the building industry as well as the environmental community; participants included the Building Industry Association, Sierra Club, Santa Monica Mountains Resource

Conservation District, planning/engineering consultants, Urban Land Institute and the Los Angeles Economic Development Corporation. A total of six meetings were conducted between June and November 2010; each of the Stakeholders Committee meetings were supported by County technical staff from DRP, Public Works, Parks and Recreation, Public Health—Environmental Health, County Counsel and the Fire Department. The first phase of this project was completed in December 2010 with the submission of a Final Report to your Board. In that final report, the Stakeholder Committee identified approximately twelve short and mid-term improvements for the land entitlement process. Included in this list are improvements and technology pilots (such as ECM and videoconferencing) that were recommended by Woolpert in the PALMS Final Report and further elaborated in the PALMS Bridge to Implementation Project Proposal. DRP is making progress with implementation of these improvements by working collaboratively with DPW, Fire, Parks & Recreation and Environmental Health. Approximate implementation schedules and details about each improvement are identified below.

Reorganization of DRP

This improvement realigned case processing staff into geographic service areas and initiated a focus on single-planner point of contact by moving the environmental review function from Impact Analysis to the case planner within the permitting sections. Benefits of this improvement include more consistent delivery of services, a single point of contact for cases and consistent case oversight. DRP has implemented a significant number of organizational changes to enhance operations. A geographic emphasis has been established and case processing functions have been realigned so that planners within each geographic area become the single point of contact for projects within that area. Long range planning assets are similarly aligned within each geographic team.

Co-Location of County Departments

This improvement proposes to co-locate the DRP, Public Works and Fire Department sections and organizational units that are responsible for overseeing the land division process. The co-location effort would require the co-location team to identify the services to be provided, analyze potential co-location sites, address resource needs and complete a move. The concept of physical co-location has been fully explored and has been determined to be infeasible at this time. However, DRP has explored other methods to improve service delivery; these methods include expanding the suite of services provided in our field offices, which are in fact regionally distributed small-scale co-located offices, and increased use of technology to bring staff together in electronic forums. Both of these improvements can be implemented within a 6-month timeframe. In fact, DRP has begun expanding its field-based services, and the PALMS Bridge Project will implement a videoconferencing solution to enhance communication between PALMS departments by June 30, 2012.

Redefining “One Stop” Services

The land entitlement process can be redefined to provide new “One Stop” services at multiple points in the process. This would provide increased opportunities for collaboration, avoid mistakes and misunderstandings and ensure better coordination of conditions of approval between departments. DRP has begun discussing the idea of providing more one stop opportunities in the land division process, as well as introducing one stops within the Conditional Use Permit (CUP) process, with other

departments using the Development Review Committee (DRC) as a forum. This improvement may be accomplished in a 6 – 18 month timeframe, with a phased implementation. Significant progress has been made in defining opportunities to enhance the One Stop process; some improvements will be viable in the near term while work is undertaken to implement more substantial improvements.

Intake Improvements

There is an opportunity to greatly improve the case intake process, including electronic capture of some submission documents, the creation of an electronic case intake pilot project, the creation of a workflow and electronic submission pilot project; development of financial and submission checklists, and elimination of the case processing backlog. Implementation of these items would result in a reduction of paper submissions, faster routing and better tracking of cases, reduced storage requirements, better understanding by applicants of fees and submission requirements, faster action on reviews and shorter review periods. DRP has also identified other improvements that are independent of the pilot project. These improvements include the development of checklists for use in the application process, establishing the ability to accept credit card payments and reducing the required number of map and site plan copies for land division and CUP cases. The implementation timeframe for these improvements ranges from immediate to 18 months. A majority of this work will be accomplished within the next 6-8 months as part of the PALMS Bridge Project.

Application Review Improvements

This improvement would involve conducting a pilot project and formulating a change management plan for electronic plan review and markup. Other jurisdictions are already doing this successfully. The benefits of such an initiative would include testing the viability of electronic plan review and markup for multiple case types, preparing staff for a transition to electronic plan review and markup and leveraging of the existing investment in ECM technology. Implementation timeframe is 6 -12 months; much of this will be accomplished as part of the PALMS Bridge Project during the next 6-8 months.

Tentative Map Simplification

The Tentative Map Simplification Project would reduce the level of engineering detail required for Tentative Map submissions, develop a process for revising engineering details prior to Final Map approval; improve the Subdivision Committee process and improve coordination between departments. This would create a more predictable process, reduce the time and cost required to complete the Tentative Map process, and improve opportunities for making desirable changes in projects. DRP has formed an inter-departmental working group to begin discussing how to proceed with implementation of this improvement and the Substantial Conformance Standards Improvement Project. Both of these projects are complex and will require the County to establish review criteria and decision parameters. These projects may require ordinance changes. Due to the complexity of each project, and the need to ensure that implementation is properly carried out, these measures are expected to take 18 months.

Substantial Conformance Standards

This improvement would define and document “Substantial Conformance” standards, provide both the applicant and the community an understanding of the rules, identify key measures of substantial conformance and define “tolerance” values for substantial conformance determination. If implemented, this would reduce project “rework”, reduce the number of hearings, reduce the time and cost to get projects to construction, provide

continued conformance with good project standards and planning practices and ensure better adherence to Conditions of Approval. This improvement is linked to the Tentative Map Simplification Project and shares the same project description and implementation timeframe.

Fee Management

There are significant opportunities for improvement in DRP's fee management process. The time collection process for drawdown accounts can be enhanced through more detailed task tracking and implementation of daily or weekly time recording practices. DRP's fixed fee permits must also provide improved activity tracking, and ongoing fee management practices must be developed. Implementation of this would provide more accurate accounting for direct costs, better reporting for drawdown accounts, better forecasts for supplemental drawdown deposits and better fee increase rationale. DRP has worked with the Auditor-Controller to identify time collection and recording improvements that can be implemented within eCAPS. These measures have been implemented. Further, DRP is in the process of identifying best practices relating to cash management procedures at its headquarters and field office locations. The implementation timeframe for this component is 6-9 months and will be a primary focus of the next phase of PALMS Bridge, to be accomplished by June 30, 2012.

Park Fee Calculation

A replacement for the current Park Fee Calculation Program used for land division cases must be developed by creating a new application using Geographic Information Systems (GIS) technology. The primary benefit of this would be ease of use and avoiding a pending system failure. DRP and Parks have set up a project team to review the potential for using GIS to replace the existing database used by Parks. The DRP GIS team has reviewed the existing database and process; it is now working to develop a plan for implementation. The implementation schedule is 4-6 months.

Forms and Instructions

DRP needs to develop customer-oriented process documentation for all customer-facing processes, create a Web portal for forms and instructions, and develop customer entry versions with an on-line forms library (such as Adobe forms or ECM web forms). If implemented, this would result in less customer confusion: fewer questions; better, more complete and more accurate submissions; less data entry and an easier transition to full electronic submission. The PALMS Bridge Project includes a technology component that will pilot certain application forms as fully integrated e-forms, allowing application data to be entered by a user on DRP's external website and captured directly by a database. This has an implementation timeframe of 6 – 16 months; a majority of this work will be accomplished by June 30, 2012.

Internal Documentation

Cross department documentation of all processes needs to be developed; such documentation should focus on cross-departmental activities. There is also a need to develop standards for service quality and responsiveness. A quality improvement and problem resolution group should also be formed. This would create a continuous improvement process and better and more consistent services. DRP has been using the DRC as a forum to work with other departments to identify potential areas for improvement. Departments have already agreed to reduce required copies for Land Division cases from 30 to 5 and for CUP cases from 13 to 4. The departments are

working toward fully electronic copies over time. The implementation for all improvements ranges from immediate to 12 months.

Referrals

There is a need to develop documentation of all referral requirements, establish standards for referral issuance and replies, create MOUs with referral agencies and to create a referral tracking mechanism with follow up. The benefits of this include more consistent referral responses, improved turn-around time for referrals and fewer last-minute processing of referrals. DRP has been using the DRC as a forum to discuss a memorandum of understanding (MOU) between departments to ensure that case materials referred out to each department will be returned to DRP, with comments, within the agreed-upon timeframes. DRP and DRC are also working on Initial Study referral and preparation. The PALMS Bridge Project includes a technology component that will create a pilot system for referral management by June 30, 2012.

Hearings

Standards must be created for electronic hearing packets; DRP may then begin production of electronic hearing packet materials by conducting a pilot project with one or more Regional Planning Commissioners. This would prepare for migration to full electronic hearing packet review and increased utilization of the new hearing room. DRP has created a project team that has been working to develop electronic hearing packets. An internal DRP website has been created for Planning Commissioner access. This improvement has been fully implemented.

Performance Metrics and Measurement

There is a significant need to develop Performance Measurement standards for case processing. The primary benefit is the preparation for implementation of new systems and better performance monitoring. DRP has created a project team to develop draft performance standards and metrics. The PALMS Bridge Project includes a technology component that will include funding for the development of dashboards and other tools that will assist with performance measurement; this work will be completed by June 30, 2012.

The next quarterly report regarding the status of the PALMS Bridge Project will be provided by January 5, 2012.

Please let me know if you would like additional information. I would be happy to brief you in greater detail on any aspect of this process.

RJB:DLS

c: Chief Executive Officer
Chief Information Office
County Counsel
Executive Officer, Board of Supervisors
Fire Department
Department of Parks & Recreation
Department of Public Health



Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

January 5, 2012

TO: Supervisor Zev Yaroslavsky, Chair
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner
Director of Planning

Gail Farber
Director of Public Works

**PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) BRIDGE PROJECT
STATUS UPDATE**

This update is in response to your Board's motion on June 20, 2011, directing the Department of Regional Planning (DRP) and the Department of Public Works (DPW) to provide a status report on progress made with the PALMS Bridge Project and improvements to the County's permitting system, with quarterly reports thereafter. A full report was provided to your Board on July 5, 2011, and an update on October 5, 2011, this is the second quarterly report.

DRP has continued to collaborate closely with DPW, Fire, Public Health (PH), and Parks and Recreation (Parks) to move forward with the Bridge Project and with implementing the recommendations of the Land Entitlement Process Stakeholders Committee (Stakeholders Committee). Some of the key accomplishments during the most recent quarter include:

- Formally commenced the next phase of the PALMS Bridge Project using \$436,760 in funding from the Chief Information Office's Information Technology Fund.
- Conducted a meeting with the Stakeholders Committee on November 30, 2011, to provide status updates on PALMS Bridge work and to have further discussion on expanded One-Stop Services, Conceptual Plan Review/Substantial Conformance, and Performance Measures.
- Conducted over 25 internal meetings with DRP staff and consultant team; conducted two meetings with consulting departments, including DPW, Fire, PH, and Parks.

- Completed the business modeling for land division and conditional use permit proof of concepts; the models include the entire process and interfacing with each of the consulting departments.
- Conducted several meetings with Internal Services Department to define and scope the PALMS videoconferencing pilot project.
- DRP announced that it has eliminated its zoning permit case backlog.
- DPW began providing an on-site engineer from its Land Development Division, one day per week, at the DRP headquarters office to facilitate enhanced collaboration, be available for inter-departmental meetings, and assist with counseling at the Land Development Coordinating Center.
- DPW has begun a pilot program to electronically plan check (ePlanCheck) storm drain and hydrology plans. This included the procurement of dual screen monitors, software, and upgraded desktop computers. This pilot has been well received by the consulting/engineering community processing submittals through Land Development Division.
- DPW has established an FTP link on its website to facilitate the transfer of large electronic files between the Land Development Division plan checker and the applicant as part of the ePlanCheck pilot program.
- DPW is continuing its efforts to make information readily available to the public and to provide the public more opportunities to communicate information regarding building code enforcement and property rehabilitation. These efforts were recognized with awards from the Quality and Productivity Commission and the National Association of Counties. In October, Building & Safety Division (BSD) completed the digitization of approximately 1 million pages of historic building permits. These documents are available for the public to view on-line at the Southwest District Building & Safety Office and will soon be made available on the Internet via the BSD website and the Building Permit Viewer.
- DPW's Building & Safety staff dedicated to the digital records project is in the process of scanning the permit documents located at the San Gabriel Valley Office.
- DPW's Building & Safety staff is collaborating with DRP staff to make their digital records and information currently contained in electronic Development and Permit Tracking System (eDAPTS) available to both staff and the public via the Building Permit Viewer application.
- DPW launched an enhancement to "The Works" iPhone application that allows the public to report code enforcement and property rehabilitation violations via their iPhone.

- DPW collaborated with Internal Services Department to allow new computer applications to communicate with the existing Development and Permit Tracking System (DAPTS) mainframe system database. This was the first step in linking new customer service applications with our existing permitting software.
- The following new customer service pilot applications are currently in various stages of testing and development: Building Plan Check Tracking; Plumbing, Electrical, and Mechanical Plan Check Tracking; and Permit Inspection Tracking. Once completed, these web-based applications will allow our customers to monitor the status of their projects through Internet access.
- DPW collaborated with the Auditor-Controller to implement a pilot program for the acceptance of credit card payments in the East Los Angeles One-Stop Center. The Treasurer and Tax Collector is expected to provide the credit card terminals by the end of this March 2012.
- DRP announced it will be providing expanded One-Stop Services in the Antelope Valley, Calabasas, East Los Angeles, Santa Clarita, and San Gabriel Valley field offices; the new services will be for ministerial projects only (at this time) and there will be no fee required.
- Continued development of a Geographic Information System (GIS) based solution to replace the existing park fee calculation methodology.

During the next quarter, the Bridge Project will conduct further business process reviews and identify best practice recommendations for permits, inspections, cash collection, and accounting. The proofs of concept for electronic submission, electronic plan review, and referral tracking will be completed and preparations made to roll out as pilot projects. Finally, videoconferencing pilot will be designed and preparations made for installation.

The following sections provide a summary of the PALMS Project history and further information regarding each implementation project as recommended by the Stakeholders Committee.

Background

In June 2010, the County completed the first phase of the PALMS project with the publication of a report by Woolpert, the firm retained by the County to conduct the study. The purpose of the PALMS project is to identify, analyze, and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting, and land management functions. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (DRP, DPW, Fire, PH,

and Parks). These recommendations focused on issues related to organization, process, and technology. The Final Report also included a proposed set of tasks, referred to as PALMS Bridge to Implementation, which would be necessary for implementation but do not require substantial financial investment in light of the County's fiscal climate. The PALMS Bridge Project centers on identifying organizational and process opportunities that can be pursued immediately. The PALMS Bridge Project incorporates key technology pilot projects that can be undertaken using the Enterprise Content Management (ECM) infrastructure already installed at DRP; EMC Documentum, the County's ECM standard, is the platform utilized by DRP. The technology pilots include the creation of an electronic case filing application, electronic plan review and markup of development plans, as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.

Also in 2010, your Board-approved fee increases for the various land entitlement and permitting services provided by DRP. As a condition for approving these fee increases, DRP was required to report back to your Board with recommendations for improving the land entitlement process. DRP was also charged with convening a committee of stakeholders in the land entitlement process and eliciting their comments and feedback on various organization and process improvements. DRP determined that the best way to meet your Board's directive was to combine the PALMS Bridge task for Land Development (Task 2.2.2 — one of 11 proposed tasks for improvement) with the formation and participation of a Stakeholders Committee. The project began in July 2010 when DRP formed a Stakeholders Committee consisting of representatives from the building industry, as well as the environmental community; participants included the Building Industry Association, Sierra Club, Santa Monica Mountains Resource Conservation District, planning/engineering consultants, Urban Land Institute, and the Los Angeles Economic Development Corporation. A total of six meetings were conducted between June and November 2010; each of the Stakeholders Committee meetings were supported by County technical staff from DRP, DPW, PH-Environmental Health, Parks, County Counsel, and Fire. The first phase of this project was completed in December 2010 with the submission of a Final Report to your Board. In that Final Report, the Stakeholders Committee identified approximately 12 short- and mid-term improvements for the land entitlement process. Included in this list are improvements and technology pilots (such as ECM and videoconferencing) that were recommended by Woolpert in the PALMS Final Report and further elaborated in the PALMS Bridge to Implementation Project Proposal. DRP is making progress with implementation of these improvements by working collaboratively with DPW, Fire, Parks, and PH-Environmental Health. Approximate implementation schedules and details about each improvement are identified below.

Reorganization of DRP

This improvement realigned case processing staff into geographic service areas and initiated a focus on single-planner point-of-contact by moving the environmental review function from Impact Analysis to the case planner within the permitting sections. Benefits of this improvement include more consistent delivery of services, a single point-of-contact for cases, and consistent case oversight. DRP has implemented a significant number of organizational changes to enhance operations. A geographic emphasis has been established and case processing functions have been realigned so that planners within each geographic area become the single point-of-contact for projects within that area. Long-range planning assets are similarly aligned within each geographic team.

Co-Location of County Departments

This improvement proposes to co-locate the DRP, DPW, and Fire sections and organizational units that are responsible for overseeing the land division process. The co-location effort would require the co-location team to identify the services to be provided, analyze potential co-location sites, address resource needs, and complete a move. The concept of physical co-location has been fully explored and has been determined to be infeasible at this time. However, DRP has explored other methods to improve service delivery; these methods include expanding the suite of services provided in our field offices, which are in fact regionally distributed small-scale co-located offices, and increased use of technology to bring staff together in electronic forums. Both of these improvements will be implemented by June 2012 – the expanded field office services will commence at the beginning of 2012 and the videoconferencing project will be in place by June 2012.

Redefining “One-Stop” Services

The land entitlement process can be redefined to provide new “One-Stop” services at multiple points in the process. This would provide increased opportunities for collaboration, avoid mistakes and misunderstandings, and ensure better coordination of conditions of approval between departments. DRP has begun discussing the idea of providing more one-stop opportunities in the land division process, as well as introducing one-stops within the Conditional Use Permit (CUP) process, with other departments using the Development Review Committee (DRC) as a forum. Additionally, as this may involve additional fees the suggested approach would be to make it an optional process at the applicant's discretion, thereby paying a little more for additional services. This improvement may be accomplished in a 6 to 12 month timeframe, with a phased implementation.

Intake Improvements

There is an opportunity to greatly improve the case intake process, including electronic capture of some submission documents, the creation of an electronic case intake pilot project, the creation of a workflow and electronic submission pilot project, development of financial and submission checklists, and elimination of the case processing backlog. Implementation of these items would result in a reduction of paper submissions, faster routing and better tracking of cases, reduced storage requirements, better understanding by applicants of fees and submission requirements, faster action on reviews, and shorter review periods. DRP has also identified other improvements that are independent of the pilot project. These improvements include the development of checklists for use in the application process, establishing the ability to accept credit card payments, and reducing the required number of map and site plan copies for land division and CUP cases. The implementation timeframe for these improvements ranges from immediate to 12 months. The case processing backlog has been eliminated and the PALMS Bridge Project includes a proof of concept for an electronic case intake process; this pilot will be in place before June 2012.

Application Review Improvements

This improvement includes another proof of concept project that would formulate a change management plan for electronic plan review and markup. Other jurisdictions are already doing this successfully. The benefits of the application review improvements initiative include testing the viability of electronic plan review and markup for multiple case types, preparing staff for a transition to electronic plan review and markup, and leveraging of the existing investment in ECM technology. Implementation timeframe is now 6 months as this will be in place by June 2012.

Tentative Map Simplification

The Tentative Map Simplification Project would reduce the level of engineering detail required for Tentative Map submissions, develop a process for revising engineering details prior to Final Map approval, and improve the Subdivision Committee process and coordination between departments. This would create a more predictable process, reduce the time and cost required to complete the Tentative Map process, and improve opportunities for making desirable changes in projects. DRP has formed an inter-departmental working group to begin discussing how to proceed with implementation of this improvement and the Substantial Conformance Standards Improvement Project. Both of these projects are complex and will require the County to establish review criteria and decision parameters. These projects may require ordinance changes. Due to the complexity of each project, and the need to ensure that implementation is properly carried out, these measures are expected to take up to 18 months.

Substantial Conformance Standards

This improvement would define and document "Substantial Conformance" standards, provide both the applicant and the community an understanding of the rules, identify key measures of substantial conformance, and define "tolerance" values for substantial conformance determination. If implemented, this would reduce project "rework," reduce the number of hearings, reduce the time and cost to get projects to construction, provide continued conformance with good project standards and planning practices, and ensure better adherence to Conditions of Approval. This improvement is linked to the Tentative Map Simplification Project and shares the same project description and implementation timeframe.

Fee Management

There are significant opportunities for improvement in DRP's fee management process. The time collection process for drawdown accounts can be enhanced through more detailed task tracking and implementation of daily or weekly time recording practices. DRP's fixed fee permits must also provide improved activity tracking and ongoing fee management practices must be developed. Implementation of this would provide more accurate accounting for direct costs, better reporting for drawdown accounts, better forecasts for supplemental drawdown deposits, and better fee increase rationale. DRP has worked with the Auditor-Controller to identify time collection and recording improvements that can be implemented within the electronic Countywide Accounting and Purchasing System (eCAPS). These measures have been implemented. Further, DRP is in the process of identifying best practices relating to cash management procedures at its headquarters and field office locations. The implementation timeframe for this component is 6 months; best practices and potential solutions will be identified as part of the current phase of PALMS Bridge, to be completed by June 30, 2012.

Park Fee Calculation

A replacement for the current Park Fee Calculation Program used for land division cases must be developed by creating a new application using Geographic Information Systems (GIS) technology. The primary benefit of this would be ease of use and avoiding a pending system failure. DRP and Parks have set up a project team to review the potential for using GIS to replace the existing database used by Parks. The DRP GIS team has reviewed the existing database and process; it is now working to develop a plan for implementation. The implementation schedule is 4 to 6 months.

Forms and Instructions

DRP needs to develop customer-oriented process documentation for all customer-facing processes, create a web portal for forms and instructions, and develop customer entry versions with an on-line forms library (such as Adobe forms or ECM web forms). If implemented, this would result in less customer confusion, fewer questions, better and more complete and accurate submissions, less data entry, and an easier transition to

full electronic submission. The PALMS Bridge Project includes a technology component that will pilot certain application forms as fully integrated e-forms, allowing application data to be entered by a user on DRP's external website and captured directly by a database. This has an implementation timeframe of 6 to 16 months; a majority of this work will be accomplished by June 30, 2012.

Internal Documentation

Cross-department documentation of all processes needs to be developed; such documentation should focus on cross-departmental activities. There is also a need to develop standards for service quality and responsiveness. A quality improvement and problem resolution group should also be formed. This would create a continuous improvement process and better and more consistent services. DRP has been using the DRC as a forum to work with other departments to identify potential areas for improvement. Departments have already agreed to reduce required copies for land division cases from 30 to 5 and for CUP cases from 13 to 4. The departments are working toward fully electronic copies over time. The implementation for all improvements ranges from immediate to 12 months.

Referrals

There is a need to develop documentation of all referral requirements, establish standards for referral issuance and replies, create a Memorandum of Understanding (MOU) with referral agencies, and to create a referral tracking mechanism with follow up. The benefits of this include more consistent referral responses, improved turnaround time for referrals, and fewer last-minute processing of referrals. DRP has been using the DRC as a forum to discuss a MOU between departments to ensure that case materials referred out to each department will be returned to DRP, with comments, within the agreed-upon timeframes. DRP and DRC are also working on Initial Study referral and preparation. The PALMS Bridge Project includes a technology component that will create a pilot system for referral management by June 2012.

Hearings

Standards must be created for electronic hearing packets; DRP may then begin production of electronic hearing packet materials by conducting a pilot project with one or more Regional Planning Commissioners. This would prepare for migration to full electronic hearing packet review and increased utilization of the new hearing room. DRP has created a project team that has been working to develop electronic hearing packets. An internal DRP website has been created for Planning Commissioner access. This improvement has been fully implemented.

The Honorable Board of Supervisors
January 5, 2012
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Performance Metrics and Measurement

There is a significant need to develop Performance Metrics and Measurement standards for case processing. The primary benefit is the preparation for implementation of new systems and better performance monitoring. DRP has created a project team to develop draft performance standards and metrics. The PALMS Bridge Project includes a technology component that will include development of dashboards and other tools that will assist with performance measurement; this work will be completed by June 2012.

The next quarterly report regarding the status of the PALMS Bridge Project will be provided by April 5, 2012.

Please let me know if you would like additional information. I would be happy to brief you in greater detail on any aspect of this process.

RJB:DLS:gl

c: Executive Office, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Fire Department
Department of Parks and Recreation
Department of Public Health



Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

April 5, 2012

TO: Supervisor Zev Yaroslavsky, Chair
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner
Director of Planning

Gail Farber *Mail Farber*
Director of Public Works

**PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) BRIDGE PROJECT
STATUS UPDATE**

This update is in response to your Board's motion on June 20, 2011, directing the Department of Regional Planning (DRP) and the Department of Public Works (DPW) to provide a status report on progress made with the PALMS Bridge Project and improvements to the County's permitting system, with quarterly reports thereafter. A full report was provided to your Board on July 5, 2011, this is the third quarterly report.

DRP and DPW have continued to collaborate closely with Fire, Public Health (PH), and Parks and Recreation (Parks) to move forward with the Bridge Project and with implementing the recommendations of the Land Entitlement Process Stakeholders Committee (Stakeholders Committee). Some of the key accomplishments during the most recent quarter include:

- DRP has continued to work on developing pilot project applications for electronic project submittals, consulting agency referral management, electronic plan review and a performance management dashboard. Programming is nearly complete; the proofs of concept are expected to be deployed in the next quarter.
- Conducted numerous internal meetings with DRP and DPW staff to discuss enhanced One-Stop services, Conceptual Plan Review and Substantial Conformance.
- Completed the business modeling and identification of best practices for Zoning Enforcement, Inspections, cash collection and accounting.

The Honorable Board of Supervisors

April 5, 2012

Page 2

- Implemented first phase of pilot videoconferencing project at DRP headquarters, with remaining phases to be implemented by June 2012.
- DRP implemented expanded One Stop process for ministerial projects in Antelope Valley, Calabasas, East Los Angeles, Santa Clarita and San Gabriel Field Offices.
- DPW began providing an on-site engineer from its Land Development Division, one day per week, at the DRP headquarters office to facilitate enhanced collaboration, be available for inter-departmental meetings, and assist with counseling at the Land Development Coordinating Center. We have also developed a customer survey to assess the success of the pilot program and to gauge the development communities' interest in continuing the pilot.
- DPW continued to implement the pilot program to electronically plan check (ePlanCheck) storm drain and hydrology plans. This included the procurement of dual screen monitors, software, and upgraded desktop computers. This pilot has been well received by the consulting/engineering community processing submittals through Land Development Division.
- DPW has established an FTP link on its website to facilitate the transfer of large electronic files between the Land Development Division plan checker and the applicant as part of the ePlanCheck pilot program.
- DPW is continuing its efforts to make information readily available to the public and to provide the public more opportunities to communicate information regarding building code enforcement and property rehabilitation. These efforts were recognized with awards from the Quality and Productivity Commission and the National Association of Counties. In October, Building & Safety Division (BSD) completed the digitization of approximately 1 million pages of historic building permits. These documents are available for the public to view on-line at the Southwest District Building & Safety Office and will soon be made available on the Internet via the BSD website and the Building Permit Viewer.
- DPW's Building & Safety staff dedicated to the digital records project is in the process of scanning the permit documents located at the San Gabriel Valley Office. To accelerate this process DPW has increased the use of contract staff and is expecting to complete the San Gabriel office paper permit digitization sometime in 2014. In addition to this DPW is acquiring specialized equipment to allow the scanning of records previously placed on aperture cards and roll microfilm.
- DPW's Building & Safety staff is collaborating with DRP staff to make their digital records and information currently contained in electronic Development and Permit Tracking System (eDAPTS) available to both staff and the public via the Building Permit Viewer application.

- DPW launched an enhancement to "The Works" iPhone application that allows the public to report code enforcement and property rehabilitation violations via their iPhone.
- DPW collaborated with Internal Services Department to allow new computer applications to communicate with the existing Development and Permit Tracking System (DAPTS) mainframe system database. This was the first step in linking new customer service applications with our existing permitting software.
- The following new customer service pilot applications are currently in various stages of testing and development: Building Plan Check Tracking; Plumbing, Electrical, and Mechanical Plan Check Tracking; and Permit Inspection Tracking. Once completed, these web-based applications will allow our customers to monitor the status of their projects through Internet access. Phase one of the plan check tracking system is targeted to go live June 2012. Following implementation work will begin on the inspection tracking phase.
- DPW collaborated with the Auditor-Controller to implement a pilot program for the acceptance of credit card payments in the East Los Angeles One-Stop Center. The Treasurer and Tax Collector provided credit card terminals as of April 2, 2012, and they are operational.
- At the request of DRP, DPW is developing an FTP site that will allow DRP to scan their Conditions of Approval documents and upload those documents to the DPW Building Permit Viewer site. This will allow the documents to be tied to the particular parcel(s) and reviewed via the internet.
- Continued development of a Geographic Information System (GIS) based solution to replace the existing park fee calculation methodology.

During the next quarter, the Bridge Project will complete the existing round of business process reviews and will finalize best practice recommendations for Zoning Enforcement, inspections, cash collection and accounting. The proofs of concept for electronic submission, electronic plan review, and referral tracking will be deployed and testing begun with pilot projects. Finally, the videoconferencing pilot will be fully implemented.

The following sections provide a summary of the PALMS Project history and further information regarding each implementation project as recommended by the Stakeholder Committee.

Background

In June 2010, the County completed the first phase of the PALMS project with the publication of a report by Woolpert, the firm retained by the County to conduct the study. The purpose of the PALMS project is to identify, analyze, and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting, and land management functions. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (DRP, DPW, Fire, PH, and Parks). These recommendations focused on issues related to organization, process, and technology. The Final Report also included a proposed set of tasks, referred to as PALMS Bridge to Implementation, which would be necessary for implementation but do not require substantial financial investment in light of the County's fiscal climate. The PALMS Bridge Project centers on identifying organizational and process opportunities that can be pursued immediately. The PALMS Bridge Project incorporates key technology pilot projects that can be undertaken using the Enterprise Content Management (ECM) infrastructure already installed at DRP; EMC Documentum, the County's ECM standard, is the platform utilized by DRP. The technology pilots include the creation of an electronic case filing application, electronic plan review and mark-up of development plans, as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.

Also in 2010, your Board-approved fee increases for the various land entitlement and permitting services provided by DRP. As a condition for approving these fee increases, DRP was required to report back to your Board with recommendations for improving the land entitlement process. DRP was also charged with convening a committee of stakeholders in the land entitlement process and eliciting their comments and feedback on various organization and process improvements. DRP determined that the best way to meet your Board's directive was to combine the PALMS Bridge task for Land Development (Task 2.2.2 — one of 11 proposed tasks for improvement) with the formation and participation of a Stakeholders Committee. The project began in July 2010 when DRP formed a Stakeholders Committee consisting of representatives from the building industry, as well as the environmental community; participants included the Building Industry Association, Sierra Club, Santa Monica Mountains Resource Conservation District, planning/engineering consultants, Urban Land Institute, and the Los Angeles Economic Development Corporation. A total of six meetings were conducted between June and November 2010; each of the Stakeholders Committee meetings were supported by County technical staff from DRP, DPW, PH-Environmental Health, Parks, County Counsel, and Fire. The first phase of this project was completed in December 2010 with the submission of a Final Report to your Board. In that Final

Report, the Stakeholders Committee identified approximately 12 short- and mid-term improvements for the land entitlement process. Included in this list are improvements and technology pilots (such as ECM and videoconferencing) that were recommended by Woolpert in the PALMS Final Report and further elaborated in the PALMS Bridge to Implementation Project Proposal. DRP is making progress with implementation of these improvements by working collaboratively with DPW, Fire, Parks, and PH-Environmental Health. Approximate implementation schedules and details about each improvement are identified below.

Reorganization of DRP

This improvement realigned case processing staff into geographic service areas and initiated a focus on single-planner point-of-contact by moving the environmental review function from Impact Analysis to the case planner within the permitting sections. Benefits of this improvement include more consistent delivery of services, a single point-of-contact for cases, and consistent case oversight. DRP has implemented a significant number of organizational changes to enhance operations. A geographic emphasis has been established and case processing functions have been realigned so that planners within each geographic area become the single point-of-contact for projects within that area. Long range planning assets are similarly aligned within each geographic team.

Co-Location of County Departments

This improvement proposes to co-locate the DRP, DPW, and Fire sections and organizational units that are responsible for overseeing the land division process. The co-location effort would require the co-location team to identify the services to be provided, analyze potential co-location sites, address resource needs, and complete a move. The concept of physical co-location has been fully explored and has been determined to be infeasible at this time. However, DRP has explored other methods to improve service delivery; these methods include expanding the suite of services provided in our field offices, which are in fact regionally distributed small-scale co-located offices, and increased use of technology to bring staff together in electronic forums. Both of these improvements will be implemented by June 2012 – the expanded field office services commenced at the beginning of 2012 and the videoconferencing project will be in place by June 2012.

Redefining “One-Stop” Services

The land entitlement process can be redefined to provide new “One-Stop” services at multiple points in the process. This would provide increased opportunities for collaboration, avoid mistakes and misunderstandings, and ensure better coordination of conditions of approval between departments. DRP, DPW and the other departments have begun discussing how to provide more one-stop opportunities in the land division process, as well as introducing One-Stops within the Conditional Use Permit (CUP) process. Since this may involve additional fees, the suggested approach would be to

make it an optional process at the applicant's discretion, thereby paying a little more for additional services. The redefined "One-Stop" improvement may be accomplished immediately to a 12 month timeframe, with a phased implementation. Expanded one-stop services for certain ministerial cases were implemented in the Antelope Valley, East Los Angeles, Santa Clarita and San Gabriel field offices in January 2012.

Intake Improvements

There is an opportunity to greatly improve the case intake process, including electronic capture of some submission documents, the creation of an electronic case intake pilot project, the creation of a workflow and electronic submission pilot project, development of financial and submission checklists, and elimination of the case processing backlog. Implementation of these items would result in a reduction of paper submissions, faster routing and better tracking of cases, reduced storage requirements, better understanding by applicants of fees and submission requirements, faster action on reviews, and shorter review periods. DRP has also identified other improvements that are independent of the pilot project. These improvements include the development of checklists for use in the application process, establishing the ability to accept credit card payments, and reducing the required number of map and site plan copies for land division and CUP cases. The implementation timeframe for these improvements ranges from immediate to 12 months. The case processing backlog has been eliminated and the PALMS Bridge Project includes a proof of concept for an electronic case intake process; this pilot will be in place before June 2012.

Application Review Improvements

This improvement includes another proof of concept project that would formulate a change management plan for electronic plan review and markup. Other jurisdictions are already doing this successfully. The benefits of the application review improvements initiative include testing the viability of electronic plan review and markup for multiple case types, preparing staff for a transition to electronic plan review and markup, and leveraging of the existing investment in ECM technology. Implementation timeframe is now immediate to 3 months as this will be in place by June 2012.

Tentative Map Simplification

The Tentative Map Simplification Project would reduce the level of engineering detail required for Tentative Map submissions, develop a process for revising engineering details prior to Final Map approval, and improve the Subdivision Committee process and coordination between departments. This would create a more predictable process, reduce the time and cost required to complete the Tentative Map process, and improve opportunities for making desirable changes in projects. DRP has formed an inter-departmental working group to begin discussing how to proceed with implementation of this improvement and the Substantial Conformance Standards Improvement Project. Both of these projects are complex and will require the County to establish review criteria and decision parameters. These projects may require ordinance

changes. Due to the complexity of each project, and the need to ensure that implementation is properly carried out, these measures are expected to take up to 18 months.

Substantial Conformance Standards

This improvement would define and document "Substantial Conformance" standards, provide both the applicant and the community an understanding of the rules, identify key measures of substantial conformance, and define "tolerance" values for substantial conformance determination. If implemented, this would reduce project "rework," reduce the number of hearings, reduce the time and cost to get projects to construction, provide continued conformance with good project standards and planning practices, and ensure better adherence to Conditions of Approval. This improvement is linked to the Tentative Map Simplification Project and shares the same project description and implementation timeframe.

Fee Management

There are significant opportunities for improvement in DRP's fee management process. The time collection process for drawdown accounts can be enhanced through more detailed task tracking and implementation of daily or weekly time recording practices. DRP's fixed fee permits must also provide improved activity tracking and ongoing fee management practices must be developed. Implementation of this would provide more accurate accounting for direct costs, better reporting for drawdown accounts, better forecasts for supplemental drawdown deposits, and better fee increase rationale. DRP has worked with the Auditor-Controller to identify time collection and recording improvements that can be implemented within the electronic Countywide Accounting and Purchasing System (eCAPS). These measures have been implemented. Further, DRP is in the process of identifying best practices relating to cash management procedures at its headquarters and field office locations. The implementation timeframe for this component is 6 months; best practices and potential solutions will be identified as part of the current phase of PALMS Bridge, to be completed by June 30, 2012.

Park Fee Calculation

A replacement for the current Park Fee Calculation Program used for land division cases must be developed by creating a new application using Geographic Information Systems (GIS) technology. The primary benefit of this would be ease of use and avoiding a pending system failure. DRP and Parks have set up a project team to review the potential for using GIS to replace the existing database used by Parks. The DRP GIS team has reviewed the existing database and process; it is now working to develop a plan for implementation. The implementation schedule is 4 to 6 months.

Forms and Instructions

DRP needs to develop customer-oriented process documentation for all customer-facing processes, create a Web portal for forms and instructions, and develop customer entry versions with an on-line forms library (such as Adobe forms or ECM web forms). If implemented, this would result in less customer confusion, fewer questions, better and more complete and accurate submissions, less data entry, and an easier transition to full electronic submission. The PALMS Bridge Project includes a technology component that will pilot certain application forms as fully integrated e-forms, allowing application data to be entered by a user on DRP's external website and captured directly by a database. This has an implementation timeframe of 3 to 12 months; a majority of this work will be accomplished by June 30, 2012.

Internal Documentation

Cross-department documentation of all processes needs to be developed; such documentation should focus on cross-departmental activities. There is also a need to develop standards for service quality and responsiveness. A quality improvement and problem resolution group should also be formed. This would create a continuous improvement process and better and more consistent services. DRP has been using the DRC as a forum to work with other departments to identify potential areas for improvement. Departments have already agreed to reduce required copies for land division cases from 30 to 5 and for CUP cases from 13 to 4. The departments are working toward fully electronic copies over time. The implementation for all improvements ranges from immediate to 12 months.

Referrals

There is a need to develop documentation of all referral requirements, establish standards for referral issuance and replies, create a Memorandum of Understanding (MOU) with referral agencies, and to create a referral tracking mechanism with follow up. The benefits of this include more consistent referral responses, improved turnaround time for referrals, and fewer last-minute processing of referrals. DRP has been using the DRC as a forum to discuss a MOU between departments to ensure that case materials referred out to each department will be returned to DRP, with comments, within the agreed-upon timeframes. DRP and DRC are also working on Initial Study referral and preparation. The PALMS Bridge Project includes a technology component that will create a pilot system for referral management by June 2012.

Hearings

Standards must be created for electronic hearing packets; DRP may then begin production of electronic hearing packet materials by conducting a pilot project with one or more Regional Planning Commissioners. This would prepare for migration to full electronic hearing packet review and increased utilization of the new hearing room. DRP has created a project team that has been working to develop electronic hearing

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packets. An internal DRP website has been created for Planning Commissioner access. This improvement has been fully implemented.

Performance Metrics and Measurement

There is a significant need to develop Performance Metrics and Measurement standards for case processing. The primary benefit is the preparation for implementation of new systems and better performance monitoring. DRP has created a project team to develop draft performance standards and metrics. The PALMS Bridge Project includes a technology component that will include development of dashboards and other tools that will assist with performance measurement; this work will be completed by June 2012.

The next quarterly report regarding the status of the PALMS Bridge Project will be provided by July 5, 2012.

Please let me know if you would like additional information. I would be happy to brief you in greater detail on any aspect of this process.

 RJB:DLS

c: Executive Office, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Fire Department
Department of Parks and Recreation
Department of Public Health



Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

September 25, 2012

TO: Supervisor Zev Yaroslavsky, Chair
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner
Director of Planning

Gail Farber

Director of Public Works

**PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) PROJECT -
STATUS UPDATE**

On June 25, 2012, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO) to report back with what is being done to improve the permitting system in Los Angeles County in light of all the fee increases that have been approved by the Board within the past two years and on the progress that is being made to make the County's permitting process business-friendly. Upon further discussion with Supervisor Antonovich's Office, the Board is seeking an update on the Permitting and Land Management Solutions (PALMS) project, including funding status. The Chief Executive Office and the Departments of Regional Planning (DRP) and Public Works, in collaboration with Fire, Public Health (DPH), and Parks and Recreation (DPR), have developed the following report in response to the Board's directive.

PALMS Project Background

The purpose of the PALMS project is to identify, analyze, and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting, and land management functions.

In 2007, the Los Angeles County Board of Supervisors authorized the County to proceed with a Feasibility and Requirements Study (FRS) for permitting and land management functions.

In January 2009, after a competitive bidding process, the Board approved the awarding of a contract to Woolpert, Inc. to conduct the FRS. Over the course of 14 months, the PALMS team reviewed the organizations, processes, and technologies supporting the current permitting and land management functions within the County. More than 300 employees participated in more than 400 workshops and planning sessions to define and model 125 separate business processes.

In June 2010, the County completed the first phase of the PALMS project with the publication of the PALMS Final Report. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments which include DRP, Public Works, Fire, DPH and DPR. These recommendations focused on issues related to organization, process, and technology.

Current PALMS Approach

The initial focus of the PALMS project was to develop a single system for the entitlement, permitting, and land management functions in Los Angeles County. Based on the recommendations of the PALMS Final Report and the complexity of individual departmental workflows, it has been determined that a system consisting of multiple commercial-off-the-shelf (COTS) solutions, with an emphasis on open standards, interoperability, enterprise content management (ECM), and geographic information system (GIS) integration, will provide the County with the largest return on investment and create the greatest number of customer service enhancements.

PALMS Bridge to Implementation Project

The PALMS Bridge to Implementation project focused on identifying organizational and process opportunities, which could be pursued immediately without the requirement for a substantial investment in new technology. The objective of the Bridge project was to identify a set of immediate tasks that could keep the momentum of the PALMS project going while producing immediate opportunities for improvement. This project included five components:

- **Stakeholder Committee:** The main objective of the Stakeholder Committee was to provide feedback on a number of organizational, processes, and technology improvements identified during a review of the land entitlement process.
- **Process Improvements in Enforcement and Inspections:** The purpose of this task was to identify best practices in Zoning Enforcement and Inspection processes.
- **Process Improvements in Cash Collection and Accounting:** The purpose of this task was to identify best practices in Cash Collection and Accounting. This included cash receipts, deposits, daily balancing, refunds, drawdown accounts,

cost recovery, fee calculation, multidepartmental collections and account reconciliation.

- Enterprise Content Management (ECM) Technology Pilot Projects: The purpose of this task was to conduct a series of controlled pilot projects focused on new and promising technologies related to enterprise content management and permit-based workflows. In conjunction with other PALMS departments, DRP identified three activities to explore: electronic submission, document management and workflow, and electronic plan checking and markup.
- Videoconferencing Pilot: The purpose of this task was to create a virtual meeting space for the various PALMS departments and members of the public.

More information about the improvements made during the PALMS Bridge to Implementation Project can be found in the quarterly Land Entitlement Process Review Status Updates sent to the Board from December 2010 to July 2012.

Regional Planning: Current Status

In addition to the work completed in the PALMS Bridge to Implementation project, DRP has continued to collaborate closely with the other PALMS departments to complete other objectives established by the Stakeholder Committee and Land Entitlement Process Review. Notable examples include the geographic alignment of DRP's business units, expansion of One-Stop services, improvements to the subdivision process, streamlined internal documentation, and enhanced distribution of hearing packets and case material. Background information for the above projects can be found in the quarterly Land Entitlement Process Review Status Updates sent to the Board from December 2010 to July 2012.

Customer Service Enhancements

DRP continues to make customer service a priority, focusing on key initiatives and enhancements, including:

- Expansion of One-Stop services for Land Division cases and the introduction of One-Stop services for other permit types, such as Conditional Use Permits (CUP).
- The reduction of the number of paper copies from 30 to 5 for Land Division cases and from 13 to 4 for CUPs and continued to work toward a fully electronic process.
- The synchronization of public counter hours with Public Works at shared facilities. This schedule supports the expansion of services offered at the field offices, including the on-site processing of additional permit types.

- The implementation of several technology pilot projects that focus on technology and workflows that eliminate the need for paper files, including electronic plan review, digital referral management, and enhanced collaboration tools.
- The upcoming ecommerce initiative that enables members of the public to pay for fees and services with credit or debit cards.
- The implementation of the "One Planner, One Project" initiative in which a single planner is assigned to a case from project inception through final decision.
- Improved public meeting/hearing technology and workflows, including webcasted public hearings, the availability of real-time captioning, freely available public meeting electronic transcripts, and digital distribution of meeting/hearing packets.
- Improved video conferencing capabilities in DRP's hearing and meeting rooms. This improvement enables staff to spend more time in the field and access more accurate and detailed information remotely, reduces or eliminates the need to take physical files into the field, and reduces cost to the County through travel avoidance.
- Improved mobile technology options for field staff. This improvement enables field staff to spend more time in the field and reduce travel costs.

Regional Planning: Future Outlook

The lessons learned from the PALMS Bridge to Implementation project as well as other improvements identified by the Stakeholder Committee and Land Entitlement Process Review created a roadmap for the development of a new land development permitting and inspection tracking system (Kiva replacement system). The Kiva replacement system will be comprised of a COTS system that adheres to the best practices established by the PALMS Final Report and Current PALMS Approach section of this report. Additionally, the Kiva replacement system will enhance existing workflows and procedures by providing County staff with tools that streamline the land development permit and inspection processes. Key features of the Kiva replacement system include:

- Electronic submission of applications, maps and plans, and other supplemental documentation.
- Enhanced accounting and fee management, including detailed activity reports.
- Improved workflow and task management, including referral management and interagency collaboration tools.
- Electronic plan checking and review tools.
- Detailed reporting tools, including the ability to view real-time project or case statistics.

Projected Cost

The Kiva replacement system will be split into three manageable phases, spread across two fiscal years. The total cost for implementation is expected to be \$2,000,000, which represents the Department's total comprehensive solution cost.

Funding Status

DRP is currently exploring multiple funding sources for the implementation of the proposed Kiva replacement system. DRP anticipates initiating the request for proposal (RFP) process once funding is identified.

Public Works: Current Status

Public Works has implemented certain enhancements in our permitting and plan check process in line with the PALMS Bridge to Implementation project. Land and building information from several systems, such as the Development and Permit Tracking System (DAPTS), Document Management System, Code Enforcement and Property Rehabilitation, and DRP's case data from the Electronic Development and Permit Tracking System, and suspected violations from the Report-A-Violation website can now be accessed and viewed from one site via the Building Permit Viewer.

Customer Service Enhancements

The following enhancements have been implemented to improve both staff efficiency and customer service. These enhancements have been done within current budgets.

- The placement of an onsite engineer from Public Works' Land Development Division, one day per week, at DRP's Headquarters office to facilitate enhanced collaboration, be available for interdepartmental meetings and assist with counseling at the Land Development Coordinating Center. We also developed a customer survey to assess the success of the pilot program and to gauge the development communities' interest in continuing the pilot.
- The implementation of the pilot program to electronically plan check (ePlanCheck) storm drain and hydrology plans. This included the procurement of dual screen monitors, software, and upgraded desktop computers. This pilot has been well received by the consulting/engineering community processing submittals through Land Development Division. The pilot program will be expanded to include electronic plan check of other types of improvement plans.
- The creation of an FTP link on Land Development Division's website to facilitate the transfer of large electronic files between the Land Development Division's plan checkers and applicants as part of the ePlanCheck pilot program.
- Simple permits, such as applications for utility cut permits, have been made available online using our SPATS system.

- Continued expansion of readily accessible information regarding building code enforcement and property rehabilitation. These efforts were recognized with awards from the Quality and Productivity Commission and the National Association of Counties. Public Works' Building and Safety Division has completed the digitization of approximately 1.3 million pages of historic building permits. Currently, these documents are available for the public to review online at Building and Safety Division's Southwest District Regional office and the Lomita office. This information is also available on the Internet via the Building and Safety-Building Permit Viewer website.
- Building and Safety Division is currently expanding the digital records to include the San Gabriel Valley Region office. We expect to make the San Gabriel Valley Region office's paper permits available online by February 2013. Public Works has also acquired specialized equipment to allow the scanning of records previously placed on aperture cards and roll microfilm.
- Building and Safety staff has collaborated with DRP staff to make their digital information currently contained in the eDAPTS available to both staff and the public via the Building Permit Viewer application.
- Implementation of Building and Safety's Plan Check Tracking System. This system consolidates four previous systems used for plan check tracking into one single system. It is actively linked to the DAPTS with a two-way communication link that allows immediate update of data in DAPTS. To further enhance customer service, the system is designed to provide e-mail notification to customers of plan check completion.
- Building and Safety collaborated with the Auditor-Controller to implement a pilot program for the acceptance of credit card payments for permits in the unincorporated County only in the East Los Angeles One-Stop Center. The program has shown increasing popularity with the development and construction communities and a reduction in the number of nonsufficient funds checks received. Building and Safety has expanded this program to the San Gabriel Valley office. This program will be expanded to include the La Puente office by the first quarter of 2013.
- Building and Safety also completed the remodeling of the Antelope Valley Regional office into a One-Stop Center where customers can see representatives from Building and Safety and DRP, Fire, and Public Health. This adds another One-Stop Center to our existing centers at East Los Angeles, Southwest Region, and Santa Clarita.
- Building and Safety also developed a Report-and-Document Service web page that allows staff to post reports from DAPTS to a web page that is accessible to our client cities and other stakeholder agencies for download.

Public Works: Future Outlook

Public Works continues to develop and implement enhanced services for our customers and stakeholders. Some of these enhancements will include:

- Continued work on preparing the paper permit records for scanning to include the La Puente and South Whittier District offices.
- Expanding the acceptance of Visa and MasterCard to all remaining County Building and Safety offices over the next 12 months.
- Investigation of the feasibility of remodeling the current facility to allow for the implementation of a One-Stop Center at the San Gabriel Valley Regional office (Arcadia).
- Creation of an inspection tracking system, which allows real-time communications with our customers.
- Enhancing our Building Permit Viewer to allow DRP to post documents to the system. This will allow the public to view key documents associated with their projects.
- Enhancing the Building Permit Viewer to include a tab where reports, commonly requested by the public, will be accessible for downloading and printing at no charge.
- Implementation of electronic plan checking for all subdivision improvement plans.

These enhancements represent the future outlook for the next 12 to 18 months. There will be additional customer service and IT initiatives developed (scope undetermined at this time) to build on the success of these incremental components, all of which are intended to address the intended outcome of the PALMS project in an incremental approach within year-to-year budgetary constraints.

Projected Cost

The projected cost for the implementation of these enhancements is yet to be determined.

Funding Status

These enhancements are being funded through a variety of existing Public Works funding sources.

Fire: Current Status

The Department continues to be an active participant in the PALMS Bridge to Implementation project. At this time, most of the Department's efforts have been focused on improving the Land Development Unit (LDU) business processes and

workflow, participating in the enhanced subdivision review process, and having Department personnel participate in One-Stop services related to Zoning Permits/CUP approval.

Customer Service Enhancements

- Modified business processes to accommodate the expansion of One-Stop services.
- Installation of multiple 24-inch monitors at each plan checker's work station to enhance plan checker's ability to review electronic plans.
- Streamlining of internal document distribution between County agencies.
- Electronic review of subdivision projects and submission of reports.
- Providing a Department representative at the One-Stop for review of Zoning Permits/CUP projects.
- Additional customer service enhancements that are in progress include:
 1. Purchasing web cameras so personnel can participate in video conferencing.
 2. Upgrading computers to support multiple monitors and enhance digital plan review.
 3. Completing modifications to office space to develop a professional environment for video conferencing.

Fire: Future Outlook

While the Department continues to enhance our land development and other closely related processes, we still see tremendous potential for PALMS growth in other divisions/sections of the Department. These include:

- Environmental Impact Reports, Oak Tree Permits, and Fuel Modification Plans (Forestry Division).
- Environmental Impact Reports (Health Hazardous Materials Division).
- Building, Sprinkler, and Fire Alarm Plan Check (Engineering Section).

To date, the Department has not identified appropriate COTS software to support these operations. However, we remain open to testing and/or piloting COTS software that have been identified by other Departments.

Projected Cost

The projected cost for the implementation of these enhancements has yet to be determined.

Funding Status

The Department has funding available to make modest improvements to hardware and software that will support PALMS. Funding for COTS software that will support multiple Departments' processes will need to be examined as a group as a larger funding source or potential grant may need to be identified and applied for. Oftentimes, the greatest annual expense related to software purchases are related to multiple users and licensing fees.

Public Health/Environmental Health: Current Status

As the County moves forward with the implementation of the PALMS Bridge project, the Department of Public Health (DPH) remains committed to actively participating in the improvement project initiated by DRP to enhance the County's land entitlement review process. The improvements that are beneficial to DPH's involvement in the land entitlement process include videoconferencing, conducting electronic plan review and markup, and participating in One-Stop services for conditional use permits and subdivisions.

Customer Service Enhancements

- One-Stop services for Land Entitlement projects provide applicants with early knowledge of conditions of project.
- Expanded customer communication including video conferencing.
- Utilizing electronic plan submission provides applicants with faster turnaround times and cost savings.

Public Health/Environmental Health: Future Outlook

On August 21, 2012, the Board of Supervisors approved the implementation of Environmental Health's new permitting and inspection data management system, EnvisionConnect (EC). The primary goal of the EC project is to automate all of Environmental Health's permitting and inspection functions and manage all of the data into a single, consolidated database. With EC, Environmental Health can share information with other departments and access external system data regardless of how the data structure is provided. With a centralized data management system combined with web-enabled capability, EH can improve business processes and increase customer service.

Projected Cost

To participate in the initial improvement project to enhance the County's land entitlement process, DPH projects the initial cost to be less than \$100,000.00. The future costs associated with the sharing of information utilizing the new PH Envision

Connect software system will need to be quantified and cannot be determined at this time.

Funding Status

Once this cost is determined, it can be recovered through the permit and license fees assessed by DPH.

Parks and Recreation: Current Status

In addition to collaborating with other County Departments to complete the PALMS Bridge project, DPR reviewed its legacy system, FoxPro Quimby, currently being used to track residential subdivision land entitlements and Quimby Act compliance. This involves monitoring park and trail conditions of map approval, collection and receipt of Quimby fees, issuing final map clearance reports, budgeting and accounting for Quimby expenditures, and managerial reporting. DPR is working with Internal Services Department to acquire a cost estimate to rebuild the application using a web-based technology to streamline internal and interdepartmental processes and enable sharing of common data.

Customer Service Enhancements

- In addition to improved work flows and shorter service delivery times from a new and seamlessly integrated Quimby database, DPR will be submitting recommendations to amend the Quimby ordinance to use American Community Survey (ACS) data as it becomes available from the United States Census Bureau, instead of data available on a 10-year cycle from the Decennial Census for household densities. Updating the estimated household densities on a more regular basis enables Quimby parkland obligations and in-lieu fees to accurately track and reflect population changes in DPR's Park Planning Areas.

Parks and Recreation: Future Outlook

DPR will continue to determine business requirements and finalize the document to start the rebuilding efforts. Some of the application development phases include:

- Rebuild and reengineer the 20+ years old FoxPro Quimby application onto a more robust environment and with scalable technology.
- Application enhancements to Quimby fee collection and receipt processes (e.g., ability to accept credit card payments and issue e-receipts), improvements to budgeting and monitoring Quimby expenditures to conform to legally-mandated requirements;

- Improve workflows, reduce redundant tasks, and enhance interagency collaborations by providing an Extract-Transfer-Load (ETL) mechanism and/or Application Programming Interfact (API) to integrate with PALMS and/or eCAPS allowing sharing of common data and eliminating double entries.
- Implementation of Electronic plan checks and review tools.

Projected Cost

Preliminary cost estimate per Internal Services Department is in the range of \$350,000 to \$500,000 for the replacement of the current Quimby application. The future system integration cost for a comprehensive enterprise solution to include other County Departments is to be determined.

Funding Status

Additional funding for the enterprise solution will be required to bring the project to fruition. DPR is currently exploring multiple funding sources and is strategizing with the CIO and other Departments for a possible share of cost for a portion of or full implementation of this project.

Closing

Please let us know if you have any questions or your staff may contact Dennis Hunter of Public Works at (626) 458-4006 or dhunter@dpw.lacounty.gov, or Dennis Slavin of Regional Planning at (213) 974-6407 or dslavin@planning.lacounty.gov.

RJB:DLS:gl

c: Executive Office, Board of Supervisors
Chief Executive Office (Rita Robinson)
County Counsel
Fire
Parks and Recreation
Public Health